



# Naval Postgraduate School

## Executive MBA Program



**[WWW.EMBA.NPS.NAVY.MIL](http://WWW.EMBA.NPS.NAVY.MIL)**

June 2005



# Purpose

- Highlight the rationale for the NPS Defense-focused Executive MBA (EMBA) program
- Outline the EMBA application process
  - Student qualifications
  - Application procedures
  - Points of contact



# Navy Vision

## **Strengthen URL officer corps through substantive, career-long Professional Military Education (PME)**

- **Incorporate all education programs into a coordinated plan designed to equip URL officers with the right knowledge and skills at the right time**
- **Provide innovative and flexible ways to deliver high quality PME to our URL officers**
- **Incorporate PME as key milestones for billet assignment and career progression**

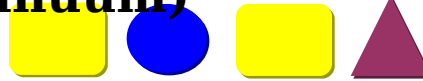


# Navy PME Continuum

(Integrated with Leadership Continuum)

P  
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C  
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**PRIMARY**  
(01-03)

**INTERMEDIA  
TE**  
(04)

**SENIOR**  
(05-06)

-----TACTICAL, TECHNICAL,  
ANALYTICAL-----

-----BUSINESS, EXECUTIVE,  
STRATEGIC-----

-----LEADERSHIP, MANAGEMENT, OPERATIONAL-----



NPME



GRADUATE EDUCATION



JPME

**PME Opportunities Available through Multiple  
Delivery Methods: Resident, Non-Resident, Full-  
time, Part-time, Off-Duty, & Web-Based**



# **NPS Enrollment Trends (Resident Programs)**

<u><b>NPS</b></u>	<u><b>1995/2</b></u>	<u><b>2000/2</b></u>	<u><b>2005/2</b></u>
<b>Total USN</b>	<b>1049</b>	<b>654</b>	<b>697</b>
<b>URL Officers</b>	<b>644</b>	<b>313</b>	<b>261</b>
<b>Aviation</b>	<b>299</b>	<b>84</b>	<b>46</b>

**How do we address the problem?**



**“NPS must provide education to officers wherever they are...”**

**(NPS Strategic Plan)**

**...the NPS mission includes finding ways to provide graduate education not only to those officers who can come to the Monterey campus, but also to those who cannot.**



# EMBA Program Rationale

## Why an EMBA for Navy URL officers?

### The Business End

(Total Obligation Authority - TOA)

	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>
DoD TOA	\$368B	\$381B	\$402B
USN TOA	\$108B	\$112B	\$119B

***“...it is important that our leaders understand sound business practices so that we can provide the greatest return on the taxpayer’s investment.”***

**ADM Vern Clark, USN  
Chief of Naval Operations**



# **What is a Defense-focused EMBA?**

**How does the program deliver graduate education to officers in the Fleet?**





# EMBA Program Foundation

- **Unique, relevant Defense management focus...to prepare officers for future senior leadership assignments**
  - Analytical and critical thinking skills needed to make strategic resource decisions under conditions of uncertainty
- **Delivered as a 24-month, part-time graduate program via distance-learning (two-way VTE)**
- **54 credit hours in four areas:**
  - Financial Management (15 hours)
  - Acquisition and Program Management (11 hours)
  - Systems Analysis/Managing Change/Strategy (9 hours)
  - Other Management Functions: E-Business, Operations Management, Public Policy, etc (14 hours)
  - Plus the Capstone EMBA Project (5 hours)



# **NPS EMBA Program Structure**

- **Form cohort groups of 25 (one on each coast) every six months ... minimum of five students per site**
- **VTE real-time course delivery to classroom facility at duty station site(s)...some asynchronous (on-line) courses...all Web supported**
- **Defense/Navy focus in acquisition and financial management tracks**
- **Tuition/instruction costs paid by Navy**
- **Students pay only for course books and supplies**
- **Graduates awarded Executive Master of Business Administration degree from NPS**
- **Navy SSP-code 3100 “Financial Management - Defense Focus” assigned for detailing purposes**



# EMBA Program Details

- **URL officers as primary customers...other USN officers considered...civilians (GS-13 and 14) on “Space A” basis**
- **Continuous 24 month schedule of instruction**
  - Duty station/PRD stability for the entire program...detailer support
- **Eight quarters of study...time for leave at Xmas and early summer**
- **One full day of classes/week during duty hours**
- **Commanding Officer must endorse officer’s application for EMBA enrollment**
  - Mission TDY funding for one-week EMBA indoctrination at NPS
  - Commitment of duty time for class attendance
- **Enrollment cap = 200 students under instruction in 8 cohorts**



# EMBA Student Qualifications

- **CDR/LCDR desired... senior LT acceptable with CO endorsement**
- **Department Head desired, Division Officer acceptable**
- **Academic Profile Code (APC) = 245 with undergraduate degree**
  - **2 = 2.60 GPA**
  - **4 = two pre=calculus courses, B average**



# EMBA Courses

## Quarter 1

**Organizations as Systems and Structures (3)**

**Financial Reporting and Analysis (3)**

## Quarter 2

**Systems Acquisition and Project Management I (3)**

**Economics for Defense Managers (3)**

## Quarter 3

**Systems Acquisition and Project Management II (3)**

**Cost Management (3)**

## Quarter 4

**Analytical Tools for Decision Making (3)**

**DoD Mission and Resource Determination (4)**



# **EMBA Courses (Cont'd)**

## **Quarter 5**

**Managing Strategic  
Change (4)**

**Financial Control Systems  
(3)**

## **Quarter 6**

**Operations Management  
(4)**

**E-Business for Defense  
(3)**

## **Quarter 7**

**Strategic Resource  
Management (3)**

**Supply Chain Management  
and Strategic Purchasing  
(3)**

## **Quarter 8**

**Strategic Acquisition  
Management (3)**

**Capstone Project/Seminar  
in Defense Management  
(5)**



# **Where is the EMBA Underway?**

- **EMBA Learning Teams (186 students) are receiving VTE instruction at:**
  - **Washington Navy Yard DC (11)**
  - **NAS Patuxent River MD (10)**
  - **NAVSTA Norfolk/NAS Oceana VA (44)**
  - **NAS Mayport/Jacksonville FL (10)**
  - **NAS Whiting Field/Pensacola FL (31)**
  - **San Diego CA (53)**
  - **NAS Lemoore CA (12)**
  - **NAS Fallon NV (6)**
  - **NAS Whidbey Island WA (9)**



# What Else Should You Ask?

- Payback for the EMBA degree program is.....?
  - Current requirement is 3 years of service after completing the EMBA program and receiving degree
- Will the EMBA help me compete for future assignments and on selection boards?
  - Navy policy is clear...PG degrees are desired for senior leaders, and will be considered by promotion boards





# **EMBA Application Process**

- **Personal letter via chain of command requesting consideration for EMBA program enrollment**
- **CO endorsement includes support for on-duty instruction and TDY funding for NPS orientation travel**
- **Must include copy of undergraduate transcripts**
- **Send via fax to speed up the process**

**831-656-3630**



# EMBA Program Horizon

- **Semiannual cohort rollouts in same Fleet Concentration Areas Norfolk and San Diego...in March and September with expansion to new satellite sites**
- **NAVADMIN 268/04 (DTG CNO Washington DC 232226Z NOV 04) covers 2005 cohort details**
- **Interested officers should start now at EMBA web site [www.emba.nps.navy.mil](http://www.emba.nps.navy.mil) by submitting an interest form with all required info**

**Interest Form =**

**<https://www.nps.navy.mil/emba>**



# Defense-Focused EMBA Points of Contact

- **EMBA Program Director at NPS Monterey  
CA**

**CAPT Pat Flanagan, SC, USN (Ret)**

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- **EMBA Assistant Director**

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- **EMBA Web site: [www.emba.nps.navy.mil](http://www.emba.nps.navy.mil)**



# Questions?